



TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE
NOV - DEC 2002

Transforming the OSI

A response to Sept. 11

In-Transit Visibility

Classic example
of an Eagle Look

Legal Assistance

Compliments of your commander

GMSAF

Gerald R. Murray

Best Practices • Health Services Inspections
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THE INSPECTOR GENERAL BRIEF

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From the TOP



Add your Eagle Eyes to the defense of our homeland

Sadly, the terrorist attacks of September 11th revealed the vulnerability of our open society to such fiendish attacks on innocent people. Although much has been done across America and within our military installations to reduce our vulnerability and enable quick, effective responses to future threats, much more needs to be done.

A key part of that is the need for vigilance—vigilance like never before.

Fortunately for Air Force members, vigilance is not new; exercises and real-world operations keep our airmen attuned to force-protection threats and sharp in executing their role in combating those threats.

In the post-9/11 world, however, it is clear that vigilance must extend beyond exercises, beyond real-world operations, and even beyond our airmen.

Enter Eagle Eyes.

OSI developed Eagles Eyes in the wake of 9/11 and launched the program Air Force-wide in April 2002 with the endorsement of our Chief of Staff, Gen. John Jumper. However, Eagle Eyes is not an OSI program—it's an Air Force program owned by commanders, stewarded by OSI.

Eagle Eyes is about knowledge and attentiveness. Very simply, the program educates our Air Force people, families and communities on activities that terrorists generally



engage in as they plan their next attack; it then encourages people to pay attention to their surroundings and call law enforcement officials if they observe suspicious activity.

Over the course of the past four years, OSI has developed a worldwide communications network to expeditiously move threat information around the world, not only to Air Force commanders, but also to federal, state, local and even international agencies, as appropriate.

Naturally, this network only works if it's fed with salient information about what the "bad guys" are up to. And that's where Eagle Eyes pays huge dividends. After all, OSI special agents, security forces personnel, and local, state and federal law enforcement officers can't be everywhere. But Air Force people are everywhere—everywhere with Air Force interests, that is. And that works to our advantage.

Air Force people are dispersed around the nation and around the world, both on base and off. So are their families. And so are Air Force retirees, merchants and citizens who happen to form a community of interest near Air Force bases. Teaching them what to look for and leveraging their eyes and ears can make the world a much smaller, more difficult place for terrorists to

plan their murderous work.

The terrorists who attacked our nation on 9/11 lived in our cities. They attended U.S. flight schools. They conducted surveillance, planned their attacks and rehearsed their operations right under our noses.

Yet not enough people were able to recognize and report suspicious behaviors to allow the right people to connect the dots that may have prevented the tragedy.

That's why Eagle Eyes was created—to help people recognize suspicious behavior and to

phone it in when they see it.

Eagle Eyes reports have already generated troves of information, much of which is helping the Air Force—and other DoD entities—connect the dots and get out in front of our enemies' planning activities.

As the program continues to expand and intensify, the potential advantages to be gained over our enemies are significant. Be vigilant—report *any* suspicious activity!

A handwritten signature in black ink, reading "Ray Huot".

RAYMOND P. HUOT
Lieutenant General, USAF
The Inspector General

OSI: Transformation in



Brig. Gen. Eric Patterson
Commander, AFOSI

As we entered the new millennium, it may have seemed to some that the term *transformation* was just another buzzword with little import beyond the stream of incremental changes that have always accompanied our military.

In the wake of Sept. 11, however, *transformation* has become much more than a simple buzzword—it is clearly an imperative.

The enemies we face today aren't neatly contained within the borders of some distant country. They don't feel compelled by international sentiment to act within the confines of conventional warfare. And as was clearly demonstrated, they have no regard for basic morality or for the lives of innocent civilians.

Disrupting and defeating this new enemy calls for a recasting of organizational and service-level objectives and capabilities. As just one element of this recasting, or *transformation*, the Air Force Office of Special Investigations is involved in several unique initiatives to better protect U.S. forces and to better arm Air Force commanders with information needed to make critical decisions.

Within hours of the Sept. 11 terrorist attacks on the World Trade Center and the Pentagon, OSI joined forces with the FBI and other federal and local agencies investigating the attacks. A team of 30 agents was sent to the Pentagon to assist in 24/7 rescue and recovery operations, while over 50 additional agents were dispatched across the country to lash up with 12 different Joint Terrorism Task Forces (JTTFs).

Today, OSI is in the midst of permanently



assigning OSI special agents to more than 30 field JTTFs in key cities throughout the U.S., as well as the National JTTF in Washington, D.C.

Another ongoing joint effort is the Criminal Investigations Task Force (CITF) established in

January 2002 to investigate criminal activities committed by non-U.S. citizen detainees captured during the War on Terrorism. More than 120 Army Criminal Investigations Division, Naval Criminal Investigative Service (NCIS), and OSI special agents are assigned to the CITF, which operates out of Fort Belvoir, Va., Guantanamo Bay, Cuba, and two locations in Afghanistan.

In addition to running worldwide investigative leads developed from CITF operations, OSI agents have been directly involved in interviewing detainees at Guantanamo Bay. In fact, in light of information gleaned from detainees at Guantanamo Bay, an OSI agent was recently asked to participate in the debriefing of John Walker Lindh.

Overseas, a force protection initiative conceptualized shortly after the bombing of the USS Cole was put on a fast track and is on the verge of becoming an integral component of DoD's arsenal to combat terrorism.

OSI, NCIS and Army Military Intelligence (MI) have joined forces to establish 21 new force protection detachments (FPDs) at key U.S. forces transit hubs around the globe.

Each FPD will be manned with three language-trained counterintelligence specialists responsible for collecting threat information and assessing vulnerabilities to U.S.-transited airfields and ports within

their area of responsibility.

The FPDs in Pakistan and Yemen are already open and several more will be operational in the coming months.

At longstanding OSI offices around the globe,



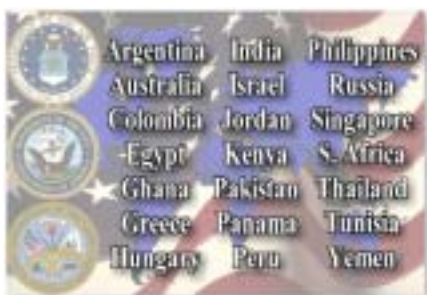
the wake of 9.11

criminal and threat reporting has surged to new peaks in response to the Air Force Eagle Eyes program. Airmen of all walks and the community at large have responded en masse to Eagle Eyes and are more attuned to potential threats and the importance of reporting suspicious activity to law enforcement. These

reports have produced invaluable threat information of both local and national interest.

The increased flow of criminal and threat information gleaned from these activities would be of little use to Air Force and DoD leaders without simultaneous improvements in all source data mining, analysis and dissemination capabilities.

In that vein, OSI established the Talon report, Eagle Watch, and the Investigations, Collections and Operations Nexus (ICON).



The Talon report was designed to capture suspicious activities that fall below the threshold of DoD collec-

tion requirements. Activities not previously compiled for analysis, such as tests of security, suspected surveillance, thefts of military uniforms or IDs, etc., are now captured and assessed for potential indicators of a larger problem or threat.

The Eagle Watch is a Web site used to post Talon reports in real-time and serves as a searchable archive of previous Talon reports. The Eagle Watch can be viewed by anyone with access to the SIPRNET.

The ICON was established to improve command analytical capabilities by combining the talents of more than 80 agents, analysts and technical experts from all investigative and counterintelligence disciplines.

Investigative and threat reporting gleaned from all OSI activities, to include JTTFs, CITE, FPDs, Eagle Eyes, Talons, etc., flow through the ICON for centralized, cross-functional analysis. The result: much-improved agility in providing commanders with timely and actionable threat information.

In the wake of Sept. 11, the needs of the Air Force and the nation challenged OSI like never before and indelibly drove our counterintelligence and antiterrorism capabilities to the forefront of our mission portfolio.

Make no mistake—OSI remains a criminal investigative organization, focused on maintaining good order and discipline by deterring, detecting and defeating crime within and against our great Air and Space Force. But there is also no mistaking the fact that OSI is aggressively *transforming* its capabilities and mission priorities to remain in step with the emerging needs of the Air Force and the nation. ♦



IMAGERY THIS EDITION

Cover: Peacekeeper re-entry vehicles,
U.S. Air Force photo

Page 2: Senior Airman Ashley Center

Page 10: Mr. John Clendenin

Page 11: Maj. James "Randy" Baumgardner

Pages 12 and 13: Staff Sgt. Lee Osberry Jr.

Page 18: Tech. Sgt. Cody Vance

Page 22: Courtesy USAF Museum

Back Cover: P-47 Thunderbolt

by Master Sgt. Willie Jones Jr.





Recent **AUDITS**

Mr. Jerry Adams AFAA/DOO DSN 426-8013

Personnel Security

A review of the personnel security oversight program at one location disclosed unit commanders and staff agency chiefs did not annually validate Security Access Requirement codes. Specifically: 4,003 military and civilian records did not contain a security code, 240 individuals assigned to positions coded as top secret did not have top secret security clearances, and child care providers (over 70 personnel) were not coded to identify them for initial and re-investigations.

Additionally, procedures were not established to track new government civilian employees requiring security clearances. For example, an aerospace engineer (\$75,000 annual salary) could not perform the classified work he was hired to perform for over a year because a security investigation was never opened.

The commander immediately issued a memorandum directing host and associate commanders and staff agency chiefs to conduct a review of coding accuracy and initiated action to create a

log of all civilians awaiting security clearance investigations.

*Report of Audit
F2002-0029-DE0000*

Utilities Program

During an audit of the utilities program, personnel in the base utilities office did not properly validate missile field utility invoices for payment and did not properly bill high temperature hot water (HTHW) customers.

For example, a review of all 13 missile field utility invoices for the month of December 2001 revealed that approximately \$80,000 was certified and processed for payment; however, \$15,000 was not validated for accuracy and completeness. In addition, three activities required to reimburse the base for HTHW were undercharged approximately \$11,000.

Management took immediate corrective action to improve validation training and procedures and to recoup undercharged fees.

Finally, utility personnel could generate significant energy savings by pursuing some creative and alternative measures to reduce utility costs. Installing a propane backup and alternative

natural gas pipeline could result in savings of over \$580,000 annually or \$3.4 million over the Six-year Future Years Defense Plan.

ROA F2002-0041-WP0000

Resource Protection

Security personnel at an Air Combat Command base needed to strengthen the resource protection program. Specifically, they did not accomplish the required periodic surveys and anti-robbery and penetration exercises for 16 of 32 controlled areas.

The most recent surveys for 14 areas were 5 to 7 years old.

Further, there were no records of anti-robbery and penetration exercises for any of the 16 areas.

Security forces personnel deleted 31 controlled areas from the resource protection program without proper coordination and approval; however, owning units continued to manage 13 of the 31 as controlled areas.

Also, security forces personnel did not maintain detailed initial surveys for any of the 32 controlled areas. Initial and periodic surveys and exercises help protect mission-essential resources by identifying and correcting security weaknesses.

ROA F2002-0074-EL0000

The Air Force Audit Agency (AFAA) provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these

reports and a listing of recently published reports by contacting Mr. Jerry Adams at DSN 426-8013; e-mailing reports@pentagon.af.mil; writing HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at

<https://www.afaa.hq.af.mil>



CRIME in the Air Force

OSI commander signs off on new strategic plan

OSI Commander Brig. Gen. Eric Patterson has signed off on a new command strategic plan.

“The challenges facing us this century will be characterized by regional instability fueled by ethnic, cultural, territorial and resource rivalries,” General Patterson said.

“Never in the United States’ history has it faced a challenge as serious and complex as establishing effective homeland security in the face of a well-funded, modern terrorist threat.

“Due to these complexities we see in our future operating environment, we need to prepare ourselves so that we can meet these demands and change how we do business.”

New priorities

- Detect and provide early warning of worldwide threats to the Air Force.
- Identify and resolve crime threatening Air Force readiness or good order and discipline.
- Combat threats to information systems and technologies
- Detect and deter fraud in the acquisition of Air Force prioritized

weapons systems

New special interest items

- Liaison—domestic and foreign
- Source utilization
- Resource management
- Safety and training
- Recruiting and retention
- Leadership development

Airman gets life for murder

Airman 1st Class Damien Kawai was sentenced to life in Fort Leavenworth for the murder of a co-worker at Kadena Air Base, Japan.

On his second interview with OSI agents Kawai confessed that he tried to make the dorm murder look like a suicide.

After choking and asphyxiating the victim with a pillow, Kawai cut the victim’s wrist with a hunting knife. But agents and medical personnel knew the amount of blood from the wrist was small compared the size of the wound.

Kawai was found guilty of premeditated murder, larceny and obstruction of justice. He had also stolen the victim’s TV and music collection and given it to his girlfriend.

At his court-martial, Kawai had entered a plea of guilty to attempted

non-premeditated murder but was found guilty of premeditated murder, larceny and obstruction of justice. The OSI sealed his case with 15 searches and 149 interviews.

AF Museum to tell OSI’s Cold War story

The U.S. Air Force Museum at Wright-Patterson AFB, Ohio, will open an exhibit on the OSI in the Cold War in the next few years.

The project is still in the concept phase. It will be part of a Cold War gallery funded by Congress and scheduled to open in the fall of 2003.

From the rise of the Iron Curtain to the demise of the Communist regimes in Eastern Europe, OSI played a key role in some of the major activities of the Cold War. Those behind-the-scenes achievements will be brought to life.

The exhibit will incorporate artifacts, video footage, storyboards and photographs.

Contributing to this page were Maj. Mike Richmond and Tech. Sgt. Carolyn Collins of OSI Public Affairs, and Christine Williamson, OSI historian.

The Air Force Office of Special Investigations identifies, investigates and neutralizes espionage, terrorism, fraud and other major criminal activities that threaten Air Force and Department of Defense resources. The command detects and provides early warning of worldwide

threats to the Air Force, identifies and resolves crime impacting Air Force readiness or good order and discipline, combats threats to Air Force information systems and technologies, and defeats and deters fraud in the acquisition of Air Force prioritized weapons systems.



The Air Force Inspection Agency, as the principal action arm of the SAF/IG inspection system, conducts Health Services Inspections. HSI's are compliance inspections of the medical programs and facil-

ities of active-duty and Air Reserve Component units. Below is HSI-related information that military treatment facilities will find useful and even essential in providing quality patient care.

Root cause analysis of HSI findings

Col. (Dr.) Don Geeze HQ AFIA/SG2 donald.geeze@kirtland.af.mil

The Air Force Inspection Agency now performs *root cause analysis* on findings from its Health Services Inspections. Analyses are performed on findings that are high-volume and affect critical Air Force Medical Service (AFMS) programs.

HSIs assess the functioning of medical programs and systems *across* the AFMS to provide accurate, current and objective data to senior leaders for use in making policy decisions (Air Force Instruction 90-201, *Inspector General Activities*). With its new emphasis on the macrocosm of the entire AFMS, the agency's Medical Operations Directorate (AFIA/SG) instituted this improved method of refining and transmitting important information to the Air Force Inspector General, the Air Force Surgeon General and senior medical leaders. Performing root cause analyses of why certain programs frequently do not work as expected helps enlighten senior leaders to the reality of what is happening at the operational level.

AFIA/SG derives these analyses by asking personnel in the field, during HSI's, why a particular program is not functioning or why the unit is not in compliance with instructions or policy. Inspectors then continue to dig, exploring the "whys of the whys" until they reach a point at which they can formulate a recommended solution for senior leaders to rectify the problem.

Inspectors stress to units that the information they share is nonattribu-

tional and that it does not affect the HSI process for their unit.

Over a period of six months, AFIA/SG performs about 14 active-duty and 15 Air Reserve Component (ARC) HSI's, giving an adequate sample from which to draw information. AFIA/SG amalgamates data semi-annually and compiles the most urgent findings and recommendations for elevation to senior leaders.

These analyses and recommendations are presented to the Medical Oversight Board, comprised of senior AFMS leaders, and to the Air Force Inspector General and the Air Force Surgeon General during the semiannual IG/SG Summit.

AFIA/SG has long prided itself in having an accurate, consistent and objective HSI process. Over the years, AFIA/SG gathered a lot of information on systemic AFMS problems. Now leadership can make better corrective decisions because the HSI is no longer solely a measure of unit performance.

AFIA/SG has published a "Quarterly Analysis" for many years, but this is simply a compilation of findings with no attempt to distill the information to discern its impact, if any. Occasionally inspectors even used the information to raise issues to the staff of the Air Force Surgeon General to suggest policy changes. However, no attempt had been made to connect the dots (the findings) to shape meaningful recommendations.

Findings usually result from sys-

temic problems; hence, the adoption of root cause analysis to assess the bigger picture.

In the course of gathering information on the functioning of programs and systems across the AFMS, AFIA/SG inspectors also assess the overall level of compliance of individual units, providing a score and corresponding verbal rating. Unfortunately, the score and corresponding verbal rating are generally regarded as the primary function of HSI's, while it is actually the observation and recording of trends across the AFMS that has the greatest impact on improving the Air Force.

A unit's score reflects the degree of compliance at the moment of the HSI, which is affected by the tenure of those working there, the training of key personnel, the tempo of mission requirements and wing priorities. In today's AFMS, hard-working, conscientious and enthusiastic people are the norm. In other words, rarely does failure to "perform well on an HSI" have to do with people not trying.

AFIA/SG inspectors are the eyes and ears of senior leadership, gathering accurate information based on direct observation and incorporating the wisdom of those in the field, who turn policy into reality.

Root cause analysis of problems commonly seen in the field will enable leaders to access and utilize this information more effectively than ever to improve the AFMS. ♦

MISSION *Brief*



Air Force Manpower and Innovation Agency

In partnership with Headquarters Air Force, Air Force functional communities and commanders, the Air Force Manpower and Innovation Agency determines current and future peacetime and wartime resource requirements.

Through objective and innovative manpower studies, AFMIA works to improve mission performance and resource efficiency.

AFMIA identifies and capitalizes on resource savings in all Air Force operations and helps Air Force resource managers to cope with today's stringent resource constraints.

Supporting the Air Force

AFMIA supports the Air Force with management functions such as manpower programming factors development, special studies, performance management, the IDEA

(Innovative Development Through Employee Awareness) program, and the bien-



nial Chief of Staff of the Air Force Survey on organizational climate.

The agency manages Air Force performance awards such as the Air Force Productivity Excellence Award, Chief of Staff Team Excellence Award, and the Zuckert Award for senior leaders.

Reengineering, Improving

AFMIA provides an integrated way of doing business by developing new methodologies.

The agency has the tools and expertise to reengineer and improve Air Force processes. ♦

Full Service

The agency offers a full range of services, to include:

- requirements determination and utilization,
- competitive sourcing assistance,
- resource allocation tools,
- benchmarking and
- process improvement.

AIR FORCE

BEST PRACTICES CLEARINGHOUSE

<https://www.afmia.randolph.af.mil/mip/afbp>

AFMIA maintains this site dedicated to Air Force-recognized best practices

<https://www.afmia.randolph.af.mil>



A classic example of how the AF Inspection Agency improves the Air Force via Eagle Looks

Maj. James “Randy” Baumgardner

HQ AFIA/AL

james.baumgardner@kirtland.af.mil

The Air Force Inspection Agency recently conducted yet another Eagle Look (EL)—this one a classic because, like all of the agency’s trademark management reviews, it involved an opportunity to improve the Air Force in a big way.

The result is the recently published *In-Transit Visibility (ITV) of Air Force Unit Movements*.

In spring 2002, an EL team set out to assess the effectiveness of unit line number (ULN) visibility of Air Force movements of personnel and cargo. A ULN is a specific alphanumeric “string” that relates a specific unit type code (UTC) to an operations plan. Tracking movement of ULNs through the Defense Transportation System (DTS) allows combatant commanders to monitor execution of their OPLAN in the Joint Operations Planning and Execution System (JOPES).

In the simplest terms, this gives combatant

commanders nothing less than the ability to monitor the execution of their war plan. Conceptually, in-transit visibility provides the combatant commanders the ability to see their forces deploying to their theater while in transit. The combatant commander then has the capability to determine that a particular ULN has reached its final destination, providing a specific combat capability and the ability to reprioritize or redirect the movement of forces.

Bottom line: ITV provides the combatant commander an ability to assess deployment closure and movement of forces in the DTS. Challenges facing today’s Air and Space Expeditionary Force and the demands of rapid global mobility increase the need for accurate information on the status of personnel and equipment as they move through the DTS. U.S. Transportation Command and the Air Force have worked hard for the past dozen years (since Operation Desert Storm) to develop an ITV system to meet the needs of combatant

commanders, major commands and the joint community.

AFIA assembled a seven-member, multi-discipline team of experts with an average of 17 years' experience and a total of over 100 years' logistics experience led by Maj. Barry Brewer, team chief, and Col. Patricia Horan, review director.

Working with USTRANS-



Eagle Look teams go everywhere to collect data, up to and including the front lines in the War on Terror. In the photo, Maj. Barry Brewer (left) of the ITV Eagle Look team interviews troops with a stake in ITV processes.

- Joint interoperability
- Complete data automation
- Infrastructure that supports

ITV

- A means of cross-referencing data between transportation systems/terminology and TPFDD/JOPES terminology

The team conducted an exhaustive review of current policy and guidance, convening video and telephone conferences and conducting an online survey with wing-level personnel.

To determine if ULN ITV met the criteria, the team traveled to four theaters and 21 locations worldwide, conducting 77 interviews and collecting data from 272 Air Force, Army and contractor personnel.

The EL took four months from its inception to its outbrief to senior Air Force leaders, somewhat less time than usual.

EL timelines may vary, depending on the requesters' requirements.

The team's overall assessment with respect to the criteria is that the ITV process was not fully effective. The team identified 11 areas for improvement and made four observations, findings that may or may not be directly related to the scope of the review. The team also made 38 recommendations to improve the Air Force's ITV process.

In its report, the team sees opportunities for dramatic improvement via standardization and the integration of multiple tracking, deployment and manifesting systems.

The team's overarching recommendation in the report was the integration of the multiple deployment, manifesting and personnel accountability systems into a single standardized joint execution and tracking system. Successful implementation of ITV requires a single joint deployment process and joint acquisition strategy. ♦

Major Baumgardner is chief, Aircraft Maintenance Branch at the Air Force Inspection Agency's Acquisition and Logistics Directorate. He served as assistant team chief for the ITV Eagle Look.

To learn more about Eagle Looks, propose a topic for consideration or review previous ELs, go to:
<https://www-4afia.kirtland.af.mil>.

COM and the Air Staff, the team determined that Air Force ULN ITV was effective if it met the following criteria:

Policy and Guidance:

- Defined goals and objectives
- Designated an Air Force OPR
- Defined command relationships, roles and responsibilities
- Defined ITV requirements and standards in measurable terms
- Identified standard processes and systems
- Ensured compliance with joint doctrine, policy, guidance and interoperability

ITV processes and systems provided:

- Timely, visible, accurate and accessible data
- Training that meets user needs

To request a printed copy of the Eagle Look *In-Transit Visibility (ITV)* of Air Force Unit Movements, e-mail hqafia.cvs@kirtland.af.mil and ask for project number PN 02-508.

TIG *Bits*

*Best Practices
from the field*

This edition's *Bits* are all about Operational Risk Management. They're BPs compiled by an Air Force Inspection Agency Eagle Look team led by Lt. Col. Larry Ellis, e-mail laurence.ellis@kirtland.af.mil.



A little TKC simplifies ORM at Kirtland

At Kirtland AFB, N.M., the 58th Special Operations Wing developed a simplified three-step ORM process that incorporates the Air Force's six-step model. This model, Think Ahead - Know the Risk - Choose to be Safe (TKC) is easily understood and routinely used by all personnel.

Maj. Gray Riddick
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Pope process explains ORM

At Pope AFB, N.C., the 43rd Operations Group Standardization/Evaluation Section developed a detailed stan/eval operations process that clearly explains the ORM process and establishes the responsibilities for implementing the program throughout the operations group. Implementation procedures include an operations group working group, training for all newly assigned personnel and risk assessment matrices.

Capt. Ted Welch
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Yokota squadron writes operating instruction

At Yokota AB, Japan, the 374th Aeromedical Evacuation Squadron developed an operating instruction that provides guidance to all assigned personnel on how to implement ORM in everyday activities, and accurately identify and assess risk. It also includes a personal risk assessment worksheet for individual use to identify any go/no-go mission factors.

Maj. Linda M. Jennings
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ORM in Lackland curricula

The Inter-American Air Forces Academy, Lackland AFB, Texas, has been innovative and aggressive in their integration of ORM into course curricula. Risk management worksheets for course training procedures reinforce students' use and understanding of ORM.

Additionally, students are provided with an ORM emergency pocket card (in English and Spanish) that describes the ORM six-step process.

Master Sgt. Angel Macias

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Major command Web site

Air Force Reserve Command's ORM Web site provides comprehensive information on the command's ORM program. The site includes a POC listing for all AFRC installations, training and reference materials, cross-tell examples, a helpful guide for new ORM advisors, as well as links to other ORM-related sites. The AFRC ORM advisor uses the ORM POC list as an e-mailing list to send newsletter updates to the field. The address is: <https://wwwmil.afrc.af.mil/orm>.

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Yokota uses ORM strategically

Yokota AB, Japan, uses ORM strategically during a runway construction project that spans two years in planning and execution. The initial ORM assessment was accomplished by wing leadership and addressed strategic elements of the project. This generated multiple subordinate ORM assessments at the group and squadron levels because every unit was impacted by the runway replacement. Each of the ORM assessments are integrated into a comprehensive plan.

Biweekly meetings were conducted to monitor all processes associated with the runway closure. Extensive use of ORM on this project enables them to avoid costly oversights, preempts risks to mission success, and reduces risks to personnel and equipment.

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Service before self

OSI's
civilian
agents
volunteer
for wartime
deployments

Maj. Mike Richmond AFOSI/PA

"To be part of U.S. history, at the forefront of U.S. foreign policy, that's an opportunity that the average FBI agent or Secret Service agent is not going to get," North said. "People wait their

whole lives to be part of something like this, and I wasn't going to let it go by."

North, who is assigned to the 33rd Field Investigations Squadron at Andrews AFB, Md., left his wife and 14-month-old daughter to answer the call. The work, he admitted, was predominantly difficult and unpleasant.

"You're out there in the cold, you're sick, you're sleeping in an uncomfortable environment, the days seem endless ... it's not a glamorous thing," North said.

Looking back on the months he spent deployed, a familiar adage about combat came to mind.

"One of the comments you hear about combat is that it's long stretches of boredom punctuated with short bursts of intense action," he said. "And even though this wasn't 'combat' in a

literal sense, that's what it was like.

"It was a real crucible-like experience. That kind of situation really transforms you and makes you appreciate what you've got."

North is not alone among civilian agents volunteering to deploy. Some, like North, stepped into the fray immediately and have already returned. Others are currently deployed, while more are slated to deploy in coming months.

One whose deployment is still in front of him is SA Michael Earl, currently stationed at Det. 111, Edwards AFB, Calif. Come springtime, Earl will deploy to Kuwait for 100 days. As a single parent to two teenage boys and the primary caregiver to his homebound father, it won't be easy. But he's already arranged plans for their care while he's gone in order to put his hat in the deployment ring.

Earl said he felt an obligation to deploy, despite his status as a civilian and the "emotional wear and tear" he expects.

When the United States went to war against terrorism a year ago, Special Agent (SA) Kevin North was about as immune from having to deploy as anyone could be. Not only was he assigned to headquarters, but he was a civilian.

Yet in late October, North found himself at a classified deployed location, screening and securing captured al-Qaida and Taliban fighters.

How did this civilian end up there, as far "forward" as possible in the war?

He volunteered.

"I suppose I could have stayed where I was, done my job, and no one would have thought a thing," North said. "But I felt I needed to be involved in what was going on."

North, like many other civilian agents, stepped forward at a time of need.

"The region really had a lot of deployments to fill for the next couple of rotations, and I felt compelled to help out," he said. "I think all the civilian agents should consider taking some of the deployments. If everyone took their turn, the burden would be lessened on everybody."

Another civilian agent who talks of sharing burdens is SA Phillip Olson, who volunteered to take the vice commander position at the Antiterrorism Specialty Team at Lackland AFB, Texas. It's an "emergency essential" position, which means whoever fills it agrees to fulfill any deployment taskings assigned against the position.

Olson's willingness to step forward springs from an appreciation of the sacrifices made by past U.S. servicemembers.

"When you look at all the veterans who have died in service to the nation, it's hard to say to yourself, 'A hundred days in the desert is too much for me,'" said Olson, who is assigned to Region 7's Operating Location E at Langley AFB, Va.

Olson served as a military agent for four years before separating from active duty and joining OSI as a civilian, and his 10 years in the military accustomed him to deployments.

"Deployments were just part of the job, something you accepted," he said. "Nothing in my mind changed about that when I became a civilian. I want to support Team Air Force. I want to share in the hard work and toil that go along with the deployed mission."

As Olson looks ahead to deploying, SA Mitch Williamson is looking over his shoulder at his voluntary 94 days at the new force protection detachment in Yemen. It was his first stint in Southwest Asia, although he'd spent much time deployed to Korea and stationed in the Philippines during his 20-plus years in the active-duty force.

"Never having been to that part of the world, it took a while to get used to cer-

tain things," Williamson said.

One such thing was the overt presence of known terrorist organizations. Williamson said al-Qaida and Hamas have members there walking the streets, buying weapons and stirring up support for their causes.

"As things were heating up (in Israel), there were demonstrations," Williamson said. "And once when there was a lull in what was going on in the West Bank, one of the Hamas members called a press conference where he announced he thought there should be more suicide bombings, and the next day there were three."

On another occasion, two hand grenades were thrown at the U.S. embassy, out of which Williamson worked.

Despite the excitement, Williamson said he hopes his experience at the Yemen detachment serves as a stepping-stone to longer-term duty at another force protection detachment in the near future.

"I'm interested in opening one up for OSI," he said. "There are two coming up—one in India and one in South Africa—that I'd like to open. I have four and a half more years before retiring from civil service, and I think that would be a great way of finishing up."

Williamson said his desire to deploy doesn't come from any overly patriotic disposition. To him, volunteering was "no big deal." His nonchalance may spring from his family tree, which includes a father who served in the Army in World War II and was decorated with the Silver Star and an uncle who served during the Korean War.

Whether he gets his wish with more overseas duty or not, Williamson appreciates his deployment to Yemen.

"Either way, it was an outstanding 94 days," Williamson said. "Very rewarding."

Another civilian not shying away from overseas duty at a force protection detachment is SA Barry Davis of the Lackland Antiterrorism Specialty Team. Some time next year, after 44 weeks of language training, Davis will move to Nairobi, Kenya, to serve as the special



agent in charge of the forthcoming detachment there.

Another deploying civilian member of the Lackland AST is SA Darren Karl. He volunteered for deployment the day of the Sept. 11 attacks and was on a plane headed to a classified location just nine days later.

"The first 24 hours on the ground were all about survival," said Karl. "We were dropped off in the middle of the night at the end of a deserted airstrip. There were no buildings, no sleeping accommodations, no latrines, nothing."

Karl had seen austere conditions before as an Army counterintelligence officer in Haiti and South and Central America. "But this place really redefined the meaning of the term 'bare base,'" he said.

For sleeping accommodations, local nationals pointed Karl's group to a nondescript heap of material that turned out to be a pile of surplus Russian tents.

"It was three in the morning, it was dark, there were 16 guys trying to set up a tent we'd never seen before, with no instructions. It was about 25 degrees. We finally got it up at about 5:30," Karl said. "I just laid down on my bags and asked one of the guys to wake me up in a half hour so I could go to standup."

"I would love to go out again," he said. "Any day out in the field is more fun than any day back in the office."

Davis said the terror attacks of Sept. 11 fortified his commitment to service before self. ♦

The background of the entire page is a photograph of several large, white, fluted classical columns, likely from a government building, receding into the distance. The columns are slightly out of focus, creating a sense of depth.

Legal Assistance

A Vital Part of AEF Culture

HQ AFIA/JA

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The legal assistance program at the staff judge advocate office at each installation has never been a more vital part of our Air and Space Expeditionary Force culture than now.

Robust legal assistance is, in fact, part of our AF doctrine. A smooth functioning program helps our Total Force team members and families, not only with mission-related and deployment issues but many “everyday” legal problems.

The authority to provide the advice and the direction of the program comes from several sources: Title 10 U.S. Code, Sections 1044 and 1054, provide the statutory basis.

Air Force Instruction 51-504 provides specific guidance on the program; self inspection checklists ensure legal office personnel provide those identified for deployment or attached to an AEF with briefings on the importance of wills, taxation, powers of attorney, child care, the Soldiers and Sailors Civil Relief Act (SSCRA), and financial responsibility. (*Note: Recently this Deployment Readiness Training requirement was changed to reflect that it is no longer annual but required every 15 months, a period that comports with the*

standard AEF cycle.)

Legal assistance's purpose remains noble: To help service members with their personal legal issues. Byproducts of this are increased morale, readiness and effectiveness as our service members are free to concentrate on the important tasks at hand—wherever they are required to serve—not dwell on problems.

This type of personal advice and guidance encourages airmen to plan for their future, secure in the knowledge that their affairs are in order, that their families have the necessary support to resolve issues such as leases and the mortgage reductions provided for in the SSCRA.

Who can use legal assistance?

In addition to our active-duty members and dependents, civilian employees stationed overseas and those impacted by the events of Sept. 11, 2001, have also been extended certain assistance.

Others to whom legal assistance may be provided:

- Reserve and Guard members on active-duty are also eligible for assistance, particularly during deployments in the areas of wills and powers of attorney preparation.
- Retired personnel and their dependents
- Unremarried former spouses who are entitled to a dependent ID card
- Others as the SJA authorizes

Certain areas remain outside the scope of legal assistance:

- commercial enterprises, for instance, setting up a corporation;

In 2001, at nearly 100 locations around the globe, Air Force attorneys and legal professionals:

- **assisted nearly 300,000 clients covering almost 400,000 office visits.**
- **prepared and executed**
 - **over 125,000 wills and**
 - **nearly 200,000 powers of attorney.**

- criminal issues—though the area defense counsel may be able to assist;
- Standards of Conduct and ethics issues; and
- matters in which the Air Force is a party.

Beyond these restrictions stands the broad range of personal and civil legal matters, including the areas covered by mission-related legal assistance plus consumer protection, domestic relations, review of contracts of sale and lease, adoption, child support, personal finances and debt, veterans' reemployment rights, and small claims court matters, to name just some.

The "I have a friend who ..." question, or issues raised on behalf of another, are also beyond the scope of the program.

The workload output of the Air Force legal assistance program attests dramatically to its impact. In 2001, at some 95 locations across the globe, it assisted nearly 300,000 clients covering almost 400,000 office visits. Just in the estate planning area, Air

Force legal professionals prepared and executed over 125,000 wills and nearly 200,000 powers of attorney. These impressive statistics reflect the dedicated efforts of attorneys, paralegals and support staffs worldwide.

As any service member who has been deployed knows, there are always issues that come up while they are gone.

Legal matters are among the most difficult to handle because they sometimes impact on basic items such as food, clothing and shelter for the deployed member's family.

The robust legal assistance and preventive law programs will minimize these situations. ♦

TIG Brief thanks a number of contributors to this article, including Col. Wayne Wisniewski and Col. Gary Leonard, USAFR, both of AFIA/JA; and Mr. Richard Peterson, Ms. Jane Love, Lt. Col. Tim Guiden and Maj. Tom Farmer, all with the Air Force Office of The Judge Advocate General.

INTERVIEW WITH CMSAF GERALD MURRAY

Master Sgt. Kelly Godbey

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DSN 246-1980

Q: What are your impressions of the job and what unique perspectives do you bring to the table as the 14th Chief Master Sergeant of the Air Force?

A: I've been very impressed with the vision set forth by our senior Air Force leaders, Secretary of the Air Force Dr. James G. Roche and Chief of Staff Gen. John Jumper. They're absolutely determined to improve our force, our combat readiness and our core capabilities—while recognizing the importance of taking care of our people during the process.

As the 14th CMSAF, I bring to the job a 25-year career, the majority of time in the aircraft maintenance field with a broad operations and logistics background, including combat and expeditionary experience. I've had nine assignments and three contingencies including time in Desert Shield and Desert Storm, as well as AEF (Air and Space Expeditionary Force)

assignments in Kuwait and Bahrain. I've also served at every organizational level as a command chief master sergeant. While I think I have a good breadth of experience, I'll be the first to admit I have much to learn about the commands I have not served in, (for example, Air Force Space Command and Air Force Special Operations Command).



I intend to learn about those commands through headquarters and base visits, plus I plan to visit with our Air National Guard and Air Force Reserve Command units and airmen around the world as soon as possible.

Q: You're coming in during the War on Terror. What advice would you give to our enlisted force?

A: The best advice is to emphasize that we are truly an expeditionary Air Force. That means airmen in general are

going to deploy, and they need to be ready. They need to have all their training and other requirements taken care of, like shots, equipment and personal gear. It also extends beyond that by making sure their families are prepared and ready to handle their deployment, too.

The Air Force is continuously working to give airmen some predictability and stability through the AEF process. But everyone needs to understand that while we fight this war on terrorism some of the high-demand units and individuals may have to serve a little longer or rotate more often than we would normally have them do.

We are consistently revalidating the requirements that we need in our deployments. However, airmen have to recognize they may be called at any time if we have to surge the force back up.

Q: What advice would you give to their supervisors and commanders to emphasize that airmen maintain that readiness?

A: Supervisors and leaders need to ensure our airmen have the basic requirements (chemical warfare training, small arms training, skill training), and the necessary equipment to deploy. They also need to ensure that families are factored into the decision-making.

Because we are at war, stress levels can be higher than normal. A supervisor absolutely needs to assess each individual's readiness and determine if they're prepared to do what the

nation needs them to do—and if not, help them get ready. Supervisors must be able to recognize signs of stress and behaviors that lead to domestic violence or suicidal tendencies. Every effort must be made to eradicate these deplorable actions from our midst.

Q: What's on the horizon for NCO professional development?

A: We are continually looking at the professional development of our NCOs from a micro to a macro level, and I'm really encouraged by what I see across our Air Force. Before I go on, to even make a statement about improving our corps one has to recognize that we are the greatest Air Force with the greatest NCO corps in the world. However, while we are the best, there's always room for improvement. There is a constant need for education, training and mentoring to make sure we maintain our strength and our combat readiness. Part of this process is through our professional military education.

I think we have a great PME and training system. To augment this throughout our Air Force we are seeing more extensive use of NCO professional development seminars and orientations to give our young airmen, junior NCOs and senior NCOs greater perspectives of leadership to meet the challenges of the force today and in the future. We also have institutionalized First Term Airmen Centers in

our Air Force, giving airmen a better transition into their first operational wing. I strongly encourage those locations not using professional development programs to do so to ensure the continuing strength of our enlisted corps.

Q: There was a program launched a few years ago called Developing Aerospace Leaders. It's generally geared toward officers, but is there any room to expand the program?

A: Absolutely there is room and I have taken a closer look at that program since arriving here at the Pentagon. I am very encouraged with the force development work that's being done through the DAL process. While I recognize there are unique differences between our officers and our enlisted corps there are similarities that can be incorporated for both. The DAL program has given us a good perspective from which to view some of the initiatives we want to apply to our senior NCO corps.

Q: How do you see transformation?

A: Transformation has an incredible number of facets, although in simple terms, I view transformation as positive change. Change is something we have to constantly embrace in the Air Force. There have always been changes in technology, equipment, organization and more leading to increased capabilities to execute warfare. In any vibrant organization there has to be change in order to stay compet-

itive or to meet mission requirements.

The Air Force has always been an organization of change. Transformation involves the development of new technologies like the F-22; it brings innovative improvement in war fighting, such as the way we've used B-52 aircraft and new weaponry in the war on terrorism. Transformation is introducing UAVs (unmanned aerial vehicles) like the Predator and Global Hawk to give us new dimensional views and advantages on the battlefield. Transformation is improving our core capabilities through introducing organizational changes, such as implementing the new wing structure in our combat wings. Transformation is our Air Force changing to meet the requirements of the mission and the environment we are in today.

Q: What are your views on ORM (operational risk management)?

A: It is absolutely essential and critical for every airman to understand and to apply the concepts of ORM. In many cases when you say ORM a majority of our force doesn't recognize it as a decision-making strategy. ORM balances the risks against the benefits to be gained in any given situation. Whether it's being used for deployment planning or planning recreational activities with the family, ORM is a practical type of decision-making that will ensure we do things safer and smarter. ♦



MAJCOM Inspectors General and Voting Assistance Programs

Capt. Jacqueline Nickols

SAF/IGI

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The Department of Defense Inspector General recently changed the Voting Assistance Program, influencing the major command IG inspection and reporting process.

Following the November 2000 election, the Secretary of Defense asked DoD IG to review voting processes to ensure that active-duty personnel, their dependents and DoD civilians are encouraged to vote and understand the absentee ballot process.

In light of this review, DoD IG has implemented new requirements for the Federal Voting Assistance Program. These new requirements are outlined in DoD Directive

1000.4, *Federal Voting Assistance Program (FVAP)*, which was issued on June 3, 2002. These changes affect how Voting

Assistance Programs are administered, how inspections are conducted and how inspection results are reported.

The DoD IG now requires the military services to:

- Determine if all voting assistance officers are trained and equipped to provide assistance to armed forces members.
- Determine if commanders ensure timely, in-hand delivery of the Federal Post Card Application (FPCA) form for registration/absentee ballot requests to all military members and their eligible family members.

• Determine if there is one senior voting assistance officer at each installation and at every level of command to coordinate subordinate unit and tenant command voting assistance officer activities.

- Determine if voting assistance officers at overseas installations ensure timely dissemination of the Federal Write-In Absentee Ballot (FWAB) to all locations.
- Determine if performance evaluation reports for voting assistance officers comment on that individual's performance as a voting assistance officer.

Congress has also mandated that DoD IG forward a consolidated report each year outlining the health of the Voting Assistance Program. DoD IG will use service summaries to generate this report, and the Secretary of the Air Force Inspector General Inspections Directorate (SAF/IGI) will develop the Air Force summary.

Each MAJCOM IG will forward a consolidated report of MAJCOM Voting Assistance Program inspection results to SAF/IGI by Jan. 10, 2003. The report must address the DoD-mandated questions:

- What is your assessment of the

MAJCOM's overall compliance with DoD Directive 1000.4, Air Force Instruction 36-3107, *Voting Assistance Program*, and the Uniformed and Overseas Citizens Absentee Voting Act?

- Explain the scope of your inspections at each level of command within the MAJCOM.
- Discuss the procedures used to ensure that all unit voting assistance officers received adequate training on the FVAP.
- How did the MAJCOM ensure that each eligible voter (active-duty personnel, DoD civilians located overseas, and their dependents) received, *in-hand*, the FPCA?
- How did the MAJCOM ensure adequate command support, at all levels, for the FVAP?
- How did the MAJCOM ensure that enough voting materials (Voting Assistance Guides, FPCAs, and FWABs) were delivered to unit voting assistance officers?

A template for MAJCOM reporting is available on the SAF/IGI web page at: www.ig.hq.af.mil/igi/voting_changes.htm

This compilation is more robust than in the past because DoD IG requires this information for their report to Congress.

Questions can be referred to Capt. Jackie Nickols, SAF/IGI, DSN 227-5119. ♦

A previous contributor to TIG Brief, Captain Nickols is director of the USAF Inspector's Course, Secretary of the Air Force Inspector General Inspections Directorate.





IG PROfiles

Maj. Warren “Fang” Benjamin

Duty Title: Chief of Flying Inspections

Organization: PACAF/IGOF

Air Force Specialty: F-15C Pilot

Veteran of: One combat employment readiness inspection (CERI), two initial response readiness inspections (IRRI), four unit compliance inspections (UCIs)

Job Description: Evaluate the combat readiness and regulation compliance of PACAF flying units. Fly with all PACAF F-15 units to evaluate employment efficiency.

Hometown: San Antonio, Texas

Years in Air Force: 14

Volunteer Work: Sunday School teacher, volunteer with high school youth program, Methodist retreat coordinator.



Master Sgt. Anthony D. VanBuren



Duty Title: Superintendent, Supply Inspections

Organization: Headquarters Pacific Air Forces
Inspector General, Hickam AFB, Hawaii.

Air Force Specialty: Supply

Veteran of: 12 UCIs (one as inspection out-briefer), two IRRI and two CERIs.

Job Description: Provides independent assessments of war fighting and compliance capabilities. Identifies deficiencies and strengths; prepares written report and recommends improvements to wing and major command leadership.

Hometown: Columbia, Mo.

Years in Air Force: 19

Volunteer Work: Volunteers with various community organizations, church usher and Top 3 officer.

TIG BIRD

P-61 BLACK WIDOW

The heavily-armed Black Widow was this country's first aircraft specifically designed as a night fighter. In the nose, it carried radar equipment which enabled its crew of two or three to locate enemy aircraft in total darkness and fly

into proper position to attack.

The XP-61 was flight-tested in 1942, and delivery of production aircraft began in late 1943. The P-61 flew as a night fighter in Europe and the Pacific.



For more on the Black Widow,
visit: <https://www.asc.wpafb.af.mil/museum>

CY 2003 AFIA/CI Schedule

Lt. Col. Edgar Castor edgar.castor@kirtland.af.mil



AF Command and Control & Intelligence, Surveillance, and Reconnaissance Center	Jan. 12 - 18
AF Communications Agency	Jan. 26 - Feb. 1
AF Doctrine Center	Feb. 9 - 15
AF Historical Research Agency	Feb. 16 - 22
AF Security Forces Center	March 2 - 8
AF Personnel Center	March 9 - 15
AF Weather Agency	March 30 - April 5
AF Base Conversion Agency	April 13 - 19
AF Cost Analysis Agency	April 20 - 26
AF Civil Engineer Support Agency	May 18 - 24
AF Agency for Modeling and Simulation	May 25 - 31
AF Pentagon Communications Agency	June 8 - 14
AF Frequency Management Agency	June 15 - 21

ON THIS DATE ...

... in November

Nov. 11, 1918:

Germans surrender following the Meuse-Argonne offensive, the final battle of World War I. The U.S. has 45 squadrons on the front in France (of which 38 had gone into combat) consisting of 767 pilots, 481 observers and 23 aerial gunners.

Nov. 27, 1957: Four Air Force pilots of the 363rd Tactical Reconnaissance Wing successfully complete Operation Sun Run by establishing three new transcontinental speed records in



McDonnell RF-101C aircraft.

Nov. 29, 1975: The first Red Flag exercise begins at Nellis AFB, Nev., ushering in an era of highly realistic air combat training for Air Force pilots.

Nov. 4, 1985: Air Force Rescue Coordination Center coordinates missions to save 47 lives during flood-relief operations in the Shenandoah Valley, Va.

Nov. 1, 1995: Wright-Patterson AFB, Ohio, hosts the presidents of Bosnia, Croatia and Serbia for peace talks designed to end the war in the former Yugoslavia.

Nov. 19, 2001: The 11th Reconnaissance Squadron, Indian Springs, Nev., and their RQ-1 Predators are deployed in support of Operation Enduring Freedom.

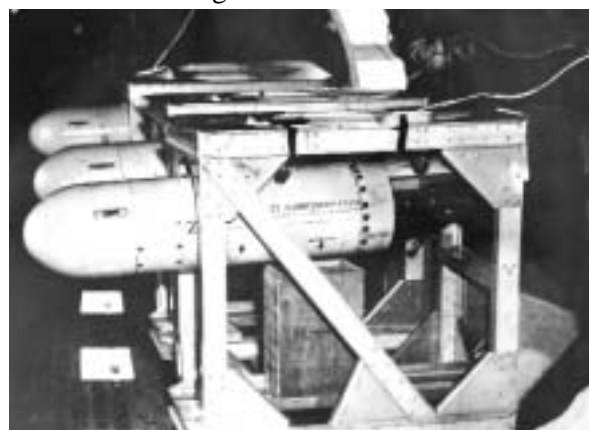
... in December

Dec. 1, 1941: The Civil Air Patrol is officially created under the Office of Civil Defense. During World War II, CAP flies anti-sabotage patrol, target

towing, border patrol, search and rescue, and anti-submarine coastal patrol missions. CAP consists of more than 75,000 volunteers on April 29, 1943, when it is transferred to the War Department as an auxiliary of the Army Air Forces.

Dec. 8, 1941: The U.S. believes it faces a real threat of attack on its shores. There are only 130 modern bombers and fighters available to defend the west coast and defenses along the east coast are equally inadequate.

Dec. 18, 1958: The Air Force places in orbit the first communications satellite, a Project Score relay vehicle integral with four-ton Atlas launcher. The next day, the satellite broadcasts a recording of President Dwight D. Eisenhower's Christmas message.



Dec. 15, 1964: an entirely new weapons system is introduced into combat in Vietnam. The first AC-47 gunship, operating from Bien Hoa Air Base, carries an armament of three 7.62mm General Electric SUU-11A miniguns, each capable of firing 6,000 rounds per minute.

Remember this?
We do.



TIG BRIEF

1943 - 2003

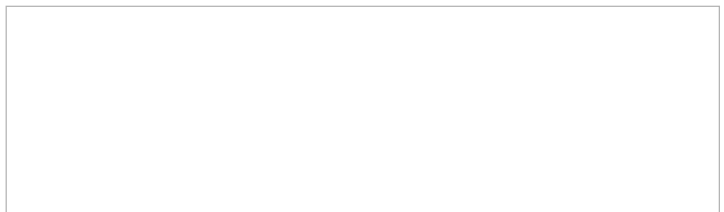
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